

**REMARKS
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WASHINGTON, DC
TO THE
ASSOCIATION FOR FEDERAL
INFORMATION RESOURCES MANAGEMENT
WASHINGTON, DC**

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Thank you for inviting me here today to share some time and thoughts with you. It is a real pleasure to meet with information management professionals from all across the Federal government.

I' ve been asked to speak with you today about the information management efforts of the Department of Defense, PARTICULARLY those related to business process re-engineering. We are doing this under the umbrella of our corporate information management initiative.

our re-engineering is going on in parallel with crucial work to migrate to standard information systems within each defense function and to standardize data across all defense FUNCTIONS.

WE HAVE LEARNED many lessons and are still in THE learning PROCESS. I want to be frank with you on these matters. some of you have trod similar paths, and you know how difficult blazing a new trail can be. but, then, you also know that the gain was worth the pain.

for those of you just embarking on similar agency information management initiatives, I would hope that you would be able to build on our work and the work of others who are here today. I have benefited greatly from the work of those who have gone before me, and HOPE that each of us can continue these

successes and LAY down a good foundation for efforts to come.

in every case, we must measure the success of any information management initiative by its contribution to the accomplishment of each department or agency' s mission. for the department of defense, this means HOW THE INITIATIVE supportS the warfighters. for us, having the right information -- on time, readily usable, and accurate -- can be EVEN more than a matter of life or death. it can contribute to the defeat of ENEMY forces that would perpetuate pain and suffering and threaten our national security and well-being.

having the right information can also mean that we make precisely the right payments for exactly the right goods and services which were delivered at the proper place and time. given the massive scale of defense operations, even the smallest margin of error can translate into costing american taxpayers billions of dollars.

we have at our disposal the means for answering the president' s call for making our government work better and cost less. technologies are ready and waiting for innovative thinkers and do-ers to apply them to old problems that have defied solution and to re-apply them to old solutions that have become problems.